



CDSS

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STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**  
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EDMUND G. BROWN JR.  
GOVERNOR

March 14, 2017

Ms. Lori A. Cox, Agency Director  
Alameda Social Services Agency  
2000 San Pablo Avenue, 4<sup>th</sup> Floor  
Alameda, CA 94612

Dear Ms. Cox:

This letter is to inform you that the Alameda County Refugee Services Plan covering the period of October 1, 2016 through September 30, 2017, has been reviewed and certified by the California Department of Social Services, Refugee Programs Bureau. A copy of the plan is enclosed for your reference.

We value your commitment in assisting refugees to become self-sufficient and thank you for your continued support. Any questions regarding this matter may be directed to Ms. Jacqueline Hom, Manager, County Operations and Performance Unit at (916) 654-5964 or [Jacqueline.Hom@dss.ca.gov](mailto:Jacqueline.Hom@dss.ca.gov).

Sincerely,

KIM JOHNSON, Chief  
Child Care and Refugee Programs Branch

c: Sadaf Siddiq, County Refugee Coordinator  
Ernesto Rivas, Program Services Coordinator

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

# **Refugee Services County Plan FFYs 2016 - 19**

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Covering FFY 2016-17

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## EXECUTIVE SUMMARY

In 1983, the Board of Supervisors designated the Alameda County Social Services Agency (ACSSA) to be the agency responsible for administering refugee services programs in Alameda County. This responsibility includes planning, implementing and monitoring programs funded by federal Office of Refugee Resettlement (ORR) Formula Refugee Social Services (RSS) and Formula Targeted Assistance (TA) funding.

The ACSSA receives annual funding from the Office of Refugee Resettlement (ORR) through the California Department of Social Services (CDSS) Refugee Programs Bureau (RPB) to administer refugee service programs throughout Alameda County. This includes planning, implementing, and monitoring contracted programs to ensure participants receive services and resources that prepare them for self-sufficiency and employment. As a condition of funding, the ACSSA is required to submit an annual County Refugee Services Plan or a Plan Update describing the County's employment service delivery system for its refugee population.

This County Refugee Services Plan (Plan) was developed with the active participation of the East Bay Refugee Forum (EBRF) steering committee members representing the local refugee community, Community Based Organizations (CBOs), public educational institutions, and resettlement agencies. This multi-year Plan covers three Federal Fiscal Year (FFY) periods starting October 1, 2016 through September 30, 2019. After the first year, the Plan will be updated for two subsequent years (10/01/17 – 09/30/18 and 10/01/18 – 09/30/19), provided that the service design proves to be effective in achieving overall performance standards, and labor market conditions and available resources remain approximately the same. It should be noted that the budgets, ASP, and Annual Outcome Goal Plan (AOGP) included in Sections IV, V and VI of this Plan pertain to FFY 16/17, the most recent FFY for which funding allocations have been estimated.

The 2016 – 19 Plan emphasizes employment related activities to prepare refugees for entry to mid-level positions leading to family self-sufficiency. The ACSSA will register, refer, and track all Refugee Cash Assistance (RCA), California Work Opportunity and Responsibility to Kids (CalWORKs), and General Assistance/CalFresh Employment and Training (CA/CalFresh E and T) participating refugees eligible for refugee employability services, which will be delivered by community partner agencies contracted by the County. The County will require all employment service providers to include Vocational English as a Second Language (VESL) services concurrently with Employment Services (ES) as part of the job readiness strategy.

State RCA funds will be utilized for non-CalWORKs participants. CalWORKs refugees are served through county funding and not through the RSS/TA allocation. Service priority considerations will be based on the following criteria:

1. Newly arrived refugees (entered the United States (U.S.) within the past 12 months).
2. Refugees who are receiving cash assistance (RCA, CalWORKs, or GA/CalFresh E and T) and who are unemployed.
3. Unemployed refugees who are not receiving cash assistance and have not been in the U.S. for more than 60 months.

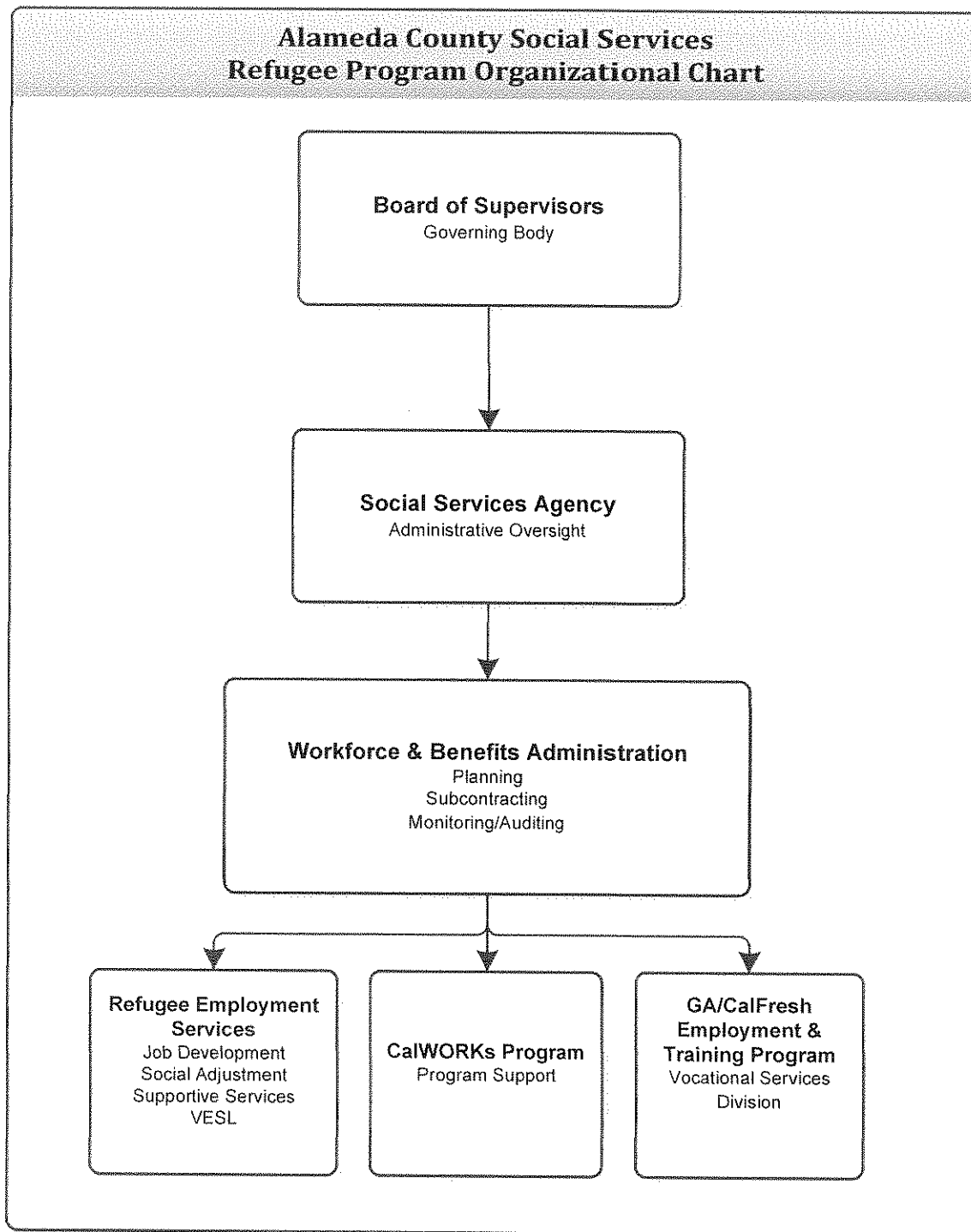
The education, communication, employment, and social backgrounds of the newly arrived refugees will vary. Therefore, the program components listed below will be the services the refugees receive upon referral to a CBO.

- Language training
- Social adjustment
- Cultural orientation
- Transportation
- Employment
- Job placement assistance

Given these priority considerations, the ACSSA has planned three service components for the ASP, contingent on the County receiving the full allocations of funding from the state.

1. Employment Services
  - RSS and TA funding will be allocated to the contracted service providers to provide job readiness, job search, job placement, and job retention services concurrently with VESL instruction throughout the County.
2. Case Management/Social Adjustment Services
  - RSS and TA funding will be allocated to the contracted service providers to provide case management services to all newly arrived refugee participants. This will include a special emphasis on social adjustment services.
3. Other Employment Related Services
  - RSS and TA funding will be allocated to the contracted service providers to provide employment related supportive services that include assistance with transportation, interpretation and translation, childcare, employability assessment and with obtaining employment authorization documents.
4. Non-Employment
  - Services to Older Refugees (SOR) funding will be used to provide services to refugee seniors. The goal of the SOR is to decrease the social isolation among older refugees. This project will provide opportunities for older refugees to learn about the American education, legal, health and mental health systems. Participants will receive services including language and citizenship training, recreational activities, and involvement in various community events.

## SECTION I. COUNTY REFUGEE PROGRAM ADMINISTRATION



## SECTION II. DESCRIPTION OF REFUGEE PROGRAM

### A. Funding Sources

Alameda County anticipates refugee funding allocations for the services period of October 1, 2016 through September 30, 2017:

Refugee Social Services (RSS)	\$244,562
Targeted Assistance (TA)	\$275,192
Services to Older Refugees (SOR)	\$3,991
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Anticipated Total State/Federal Funding	\$523,745
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### B. General Program Descriptions

#### Refugee Social Services (RSS)

Program Objective – to provide short term open-entry, open-exit English language training and employment services designed specifically to assist non and limited English proficient refugee and asylee participants with securing and retaining employment.

Contractor	Lao Family Community Development, Inc.
Contact Name	Mai Quach, Employment Director
Address	2325 East 12th Street, Oakland, CA 94601
Phone Number	510- 533-8850
Email	<a href="mailto:mquach@lfcfd.org">mquach@lfcfd.org</a>
<hr/>	
RSS Funding Amount	\$122,281
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Contractor	La Familia Counseling Services
Contact Name	Aaron Ortiz, Executive Director
Address	22366 Fuller Ave, Hayward, CA 94541
Phone Number	510-300-3136
Email	<a href="mailto:AOrtiz@lafamiliacounseling.org">AOrtiz@lafamiliacounseling.org</a>
RSS Funding Amount	\$122,281

Service Population:

- All refugee and asylee residents of Alameda County with priority of services to who are recipients of cash public assistance. Other non-aided refugee and asylee participants who have not reached their 60-month time limit are to be served according to their needs.

Service activities include, but are not limited to the following:

- Intake and Assessment,
- Employment and Family Self-Sufficiency Plan (FSSP),
- Case Management,
- VESL (Level 1 – Beginners, Level 2 – Intermediate),
- Employment Services:
  - Job preparation,
  - Job search,
  - Job placement,
  - Job retention, and
  - Reemployment services,
- Interpreting Assistance, and
- Transportation Support.

General Program Information:

- The key program components consist of employment services provided concurrently with VESL training to assist participants with attaining full-time employment.

- Services for RCA funded participants should be no more than six months in duration with a full-time schedule (five days a week and at least six hours a day).
- Services for CalWORKs participants should be no more than 12 months in duration with a full time schedule of 20 hours per week for single parent families with a child under the age of six, 30 hours per week for single parent families with no child under the age of six and 35 hours per week for two-parent families.

### Targeted Assistance Refugee Employment Services

Program Objective - to provide wrap around employment, job development, English language training, and social adjustment services to refugee and asylees that will assist them with securing and retaining employment as well as achieving self-reliance and independence by removing barriers to employment.

Contractor	Lao Family Community Development, Inc.
Contact Name	Mai Quach, Employment Director
Address	2325 East 12th Street, Oakland, CA 94601
Phone Number	510-533-8850
Email	<a href="mailto:mquach@lfcfd.org">mquach@lfcfd.org</a>
RSS Funding Amount	\$275,192

### Service Population:

- All refugee and asylee residents of Alameda County who are recipients of cash public assistance. Other non-aided refugee and asylee participants who have not reached their 60-month time limit are to be served according to their needs.

Service activities include, but are not limited to the following:

- Intake and Assessment,
- Employment and FSSP,
- Case Management and Social Adjustment Services,
- VESL (Level 1 – Beginners, Level 2 Intermediate),
- Employment Services:

- Job preparation,
- Job search,
- Job placement,
- Job retention, and
- Reemployment services
- Interpreting Assistance, and
- Transportation Support.

General Program Information:

- The key program components consist of employment services provided concurrently with VESL training to assist participants in attaining full time employment.
- Provides social adjustment services for newly arrived participants.

Services to Older Refugees Services Contract

Program Objective - To help older refugees increase their understanding of community resources, reduce social isolation among refugee seniors, and assist older refugees in becoming U.S. citizens.

Contractor	Bay Area Immigrant & Refugee Services (BAIRS)
Contact Name	Rahim Aurang, Program Director
Address	2515 Santa Clara Ave, Ste. 205, Alameda CA 94501
Phone Number	510-759-3508
Email	<a href="mailto:rahimaurang@gmail.com">rahimaurang@gmail.com</a>

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RSS Funding Amount	\$3,991
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Services include, but are not limited to the following:

- Information/referrals;
- Counseling services;
- Legal services;
- Assistance with citizenship;
- Escort to interviews;
- Assistance with housing and related services;
- Crises intervention;

- Translation and interpretation;
- Assistance with Medi-Care, Medi-Cal, Supplemental Security Income (SSI), and In-Home Supportive Services;
- Outreach/referral; and
- Recreational activities.

#### General Program Information:

- Refugees are residents of Alameda County and are at least 60 years old

### **C. CalWORKs and RCA Compliance**

Alameda County assures that the provision of activities and services to mandatory and voluntary CalWORKs Welfare to Work (WTW) participants and RCA recipients are funded by ORR monies and allocated by the CDSS. The services will be in accordance with CalWORKs, WTW, and RCA requirements. They include program participation flow, good cause determination, sanctioning, and supportive services as specified in the Manual of Policy and Procedures Sections 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidelines issued by the CDSS.

### **D. County Planning Process**

In order to further the development of a Plan that is relevant and responsive to the needs of the local refugee community, the East Bay Refugee Forum (EBRF) Steering Committee members were included in the review and assessment of the Plan.

The ACSSA has supported the work of the EBRF since its founding and encourages contracted refugee service providers to serve as active members in the committee. The ACSSA continues to participate actively in the EBRF's monthly meetings and is a member of the Steering Committee. The ACSSA welcomed the involvement of the EBRF's Steering Committee in the development of recommendations to this plan and has engaged in productive dialogue with the EBRF's its members to ensure their feedback into this document.

The ACSSA values the stakeholder input that was received from the Steering Committee members. Elements of the community feedback have been incorporated into ACSSA's business practice and are included in this Plan as a commitment to their implementation during the 2016-2019 periods. The long term goals including resources, inter-departmental solutions, or policy direction will require dedication from the ACSSA. The ACSSA is committed to taking part in regular meetings with stakeholders that include EBRF members as well as other representative from the County and government agencies. The purpose of these meetings will be to provide solutions that improve the outcomes of our refugee and asylee communities.

The ACSSA values the stakeholder input that was received from the Steering Committee members. Elements of community feedback have been incorporated into the ACSSA's business practices and are included in this Plan as a commitment to their implementation during the 2016-2019 periods. The long term goals including resources, inter-departmental solutions, or policy direction will require dedication from the ACSSA. The ACSSA is committed to taking part in regular meetings with stakeholders that include EBRF members as well as other representative from county and government agencies. The purpose of these meetings will be to provide solutions that improve the outcomes of local refugee and asylee communities.

## **1. Names of Planning Participants**

The EBRF Steering Committee played a leadership role in the development of the 2016-2019 Plan. Members of the Steering Committee included the following individuals:

- Charles Jackson, African Advocacy Network
- Ernie Rivas, ACSSA
- Sadaf Siddiq, ACSSA
- Sambo Ly, Alameda County Health System
- Sister Elisabeth Lang, Catholic Charities of the East Bay
- Christine Lemonda, International Rescue Committee
- Jack Tyler, Diversity in health Training Institute
- Ballav Poudyel, Lao Family Community Development
- Nathaniel Dunstan, Oakland Unified School District
- Yonas Woldeab, Representative of Refugee and Asylee Community Affairs

## **2. Demographics of the Target Population**

For the five year period of FFY 2011 through 2015, the U.S. Department of State documented the resettlement rates in the County. They recorded 1,172 refugees resettling in Alameda County.<sup>1</sup> A majority of the arrivals were from Southeast Asian countries (571), with the remainder coming primarily from Afghanistan, Iran, Iraq, and different parts of Africa.

During FFY 2015 - 2016, the ACSSA's refugee services program provided employment services to 479 participants, including individuals from Eritrea (120), Afghanistan (111),

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<sup>1</sup> Demographic data is derived from California Department of Social Services, Refugee Programs Bureau.

Burma/Myanmar (44), Cuba (26), Sri Lanka (23), Iraq (20), Ethiopia (19), China (15), Iran (14), Mexico (9), Sudan (8), Guatemala (8), Uganda (7), Syria (7), and other countries (48). According to ORR State Letter 15-11, for FFY 2015-2016, the number of new arrivals in Alameda County is estimated at approximately 518 refugees, 142 Asylees and 584 Special Immigrant Visa (SIV) holders.

During 2016-2017, the ACSSA will continue to work internally and with contracted providers to ensure the delivery of culturally and linguistically competent services to all refugees and asylees in the County, to include Cuban/Haitian Entrants, certain Amerasians from Vietnam, federally certified Human Trafficking Victims, and Special Immigrant Visa holders (SIV) from Afghanistan and Iraq. The EBRF will be encouraged to disseminate information to all consortium members regarding the profile and needs of newly arriving refugees. Contracted service providers will be expected to demonstrate adequate staff capacity to provide new arrivals with services in their primary languages and that are sensitive to their cultural backgrounds.

### **3. Target Population Needs**

An understanding of the projected numbers and demographics of refugee arrivals in Alameda County, as well as a thorough assessment of refugee needs, will guide the County's service delivery strategies and funding priorities from FY 2016 through FY 2019. The 2016-2019 Plan has identified the following needs of the refugee and asylee populations projected to receive services during this period:

- Culturally and linguistically accessible refugee services, in particular among new arrivals from Afghanistan, Syria, and parts of Africa.
- High quality and accessible VESL training contributing directly to employment for non-and limited English speaking refugees.
- Highly visible and effective outreach and marketing of services available to refugees and asylees that encourages social adjustment and attainment of self-sufficiency goals.
- Services appropriate for refugees and asylees with diverse educational backgrounds, including individuals without a high school degree and those with advanced degrees.
- Comprehensive and easily navigable services that address refugee education, employment, and self-sufficiency needs holistically. Services must meet the following criteria:

1. Open-entry/open-exit and allow for short-term skill development and assistance, rapidly leading to family-sustaining employment;
  2. Integration with intensive and effective VESL training to prepare the refugee for entry level employment;
  3. Accommodate the service needs and employment realities of non and limited English speakers, including familiarity with local job market prospects for non and limited English speakers;
  4. High intensity job readiness training and job search assistance for individuals new to the U.S. job market;
  5. Strong computer literacy component; and
  6. Connect individuals with opportunities to obtain certification, re-certification and licensure in high demand industries.
- Services for refugee youth to support their success in local public schools and future careers.
  - Transportation subsidies for participants in employment services to offset the high costs of Bay Area public transit.
  - Coordination among employment and other refugee services in Alameda County, including physical and behavioral health, housing, and education in order to provide ease of navigation and access to address the holistic needs of refugee and asylee families.
  - A high standard of employment services, meeting the County's strict performance standards and supporting sustainable employment and self-sufficiency for the refugee community.

#### **4. Labor Market Information**

According to the September 2016 Employment Development Department (EDD) report, the overall unemployment rate for Alameda County is 4.3 percent. It is anticipated that Alameda County employers in this upcoming FFY 2016/17 will continue to hire from our pool of job ready program applicants at the same rate as FFY 2015/16. The County ended the FFY with 479 enrollees with 161 attaining employment with an average starting hourly wage of \$13.23. Of the 161 placed in jobs, 114 (71 percent) were placed in full time employment.

In this upcoming FFY, the overall goal will be to serve 480 participants in ACSSA contracted programs. The County anticipates placing 230 participants in jobs that have a \$12.50 starting hourly wage with 70 percent attaining full time employment.

#### EMPLOYMENT/UNEMPLOYMENT RATE

County	Rank by Rate	Labor Force	Employed	Unemployed	Unemployment Rate
Alameda	9 <sup>th</sup>	845,700	809,200	36,500	4.3 percent

Between August 2015 and August 2016, the total number of jobs located in the East Bay increased by 22,100. The following jobs titles represent occupations that program participants were able to attain within the FFY 2015/16 period. In most cases, these occupations required less than one year or no prior work experience and in some instances a high school diploma or less.

- Cashiers
- Retail sales
- Waiters and waitresses
- Combined food preparation and serving workers
- Laborers including freight, stock, and material movers
- Customer service representatives
- Stock clerks
- Warehouse production worker
- Dining room and cafeteria attendants
- Maids and housekeeping cleaners
- Home health aides
- Personal care aides
- Janitors and cleaners
- Counter attendants, cafeteria, and food concession
- Crossing guards
- Security guards
- Fast food cooks
- Landscaping and grounds keeping workers
- General office workers
- Construction laborers
- Light truck or delivery services drivers
- Nursing aides, orderlies, and attendants
- Packers, packagers, and handlers



Current contracted service providers have established business relationships with a variety of private and non-profit companies and agencies as well as with the local school districts within Alameda County. The employment services programs offered by service providers incorporates a concurrent VESL component that focuses on customer service, job interviewing, completing employment applications, resumes, and business English workplace communication that is specific for entry level positions in the sectors mentioned above.

If the current labor market continues to trend towards a lower unemployment rate, there will be an increase of available employment opportunities for refugees in Alameda County.

### **SECTION III. DESCRIPTION OF SERVICE COMPONENTS**

#### **A. RSS and TA**

##### **1. Employment Services/Job Development/VESL**

The ACSSA will use the majority of RSS and TA funds to provide employment related services. Service activities include, but are not limited to the following:

- Intake,
- Assessment and FSSP,
- Case Management,
- VESL Language (Level 1 – Beginners, Level 2 Intermediate),
- Employment Services:
  - Job preparation,
  - Job search,
  - Job placement, and
  - Job retention.

Across service components, contracted providers will report refugee service participation and outcomes to the ACSSA, as well as major activities, accomplishments and problems. Outcomes metrics reported upon will be consistent with those identified in the ACSSA's AOGP. In addition, VESL providers will be consulted to determine outcome metrics for the assessment of refugees' English language attainment. Renewal of service provider funding contracts will be contingent upon attainment of goals.

Contract providers will initially meet with individual participants to provide orientation and assessment including an in-depth Individual Services Plan and/FSSP. These services will be provided through the social services adjustment and cultural orientation component in order to identify any significant barriers or issues that might impede the participant's ability to take part in program activities and/or to eventually obtain employment. The FSSP will also outline

the services they will receive which are designed to enhance the employability of the refugee participant. This would include job preparation workshops and activities such as an orientation to the world-of-work, interviewing techniques, workplace communication, resume preparation, job search techniques, field trips, and guest speakers.

Service providers must offer the following:

- An orientation that includes a pre-employment motivation workshop related to short and long-term goal setting at the beginning of the participant's enrollment.
- Curriculum that includes basic computer training.
- VESL instruction and vocabulary that incorporates real-life work scenarios, work safety in English, and an introduction to the American work culture.
- Job readiness and job preparation.
- Job developers who will assist participants in identifying job openings, scheduling job interviews, operating web-based job search tools, and utilizing public transportation to get to job sites.
- Daily monitoring of participant attendance for the entire period the participant is at the service provider site.
- Retention services via regularly scheduled contact with the employer and/or participant for the initial 90-day retention period.

There may be a total of six to twelve months of VESL training concurrent with job search assistance. Participants may be placed into employment at any time during their program. Job placements will not be discriminatory and work sites will be in compliance with applicable federal, state and local health and safety standards. Wages will meet or exceed California's minimum wage. No individual will be required to accept employment if the position offered is vacant due to a strike, lockout or other bona fide labor dispute, or if the individual would be required to work for an employer contrary to the conditions of his or her existing membership in the union governing the occupation.

Preparation for employment will be provided concurrently with VESL training, and participants will be supported in securing employment as soon as they are job ready. VESL will include instruction in basic workplace English communication, as well as job search skills. Service providers will be required to provide a comprehensive program resulting in the unsubsidized employment of refugees.

Service providers perform three months of intensive job placement follow-up and submit documentation at 30 and 90 days. Service providers will be encouraged to build a strong working relationship with worksite supervisors, human resources personnel, or department managers on behalf of refugee participants. Retention support will be provided as needed through communication with the participants as well as with employers. For example, participant progress may be tracked on a bi-weekly basis to facilitate post-placement assistance with child care and transportation arrangements during the

transitional period. Guidance in resolving any difficulties encountered on the job will be offered to participants through the entire follow-up period.

## 2. Supportive Services

Supportive services are those services which are essential to enable the refugee participant to successfully complete the appropriate training component. Transportation will be provided only when such services are essential to the refugee's continued participation. Supportive services include:

- Market rate child care for children who would be eligible for such services in the CalWORKs program, and
- Transportation services.

## 3. Non-Employment Services - Social Adjustment

Social adjustment services are defined as activities directed at assisting refugees to understand and effectively utilize and interact with basic systems involving daily living and dealing with problems, issues, or barriers. This component offers case management services in the following areas:

- Information and referral for medical, housing and legal assistance;
- Individual and family counseling;
- Mental health assistance;
- Educational and tutoring services; and
- Assistance with citizenship.

Social adjustment services include outreach, information and referrals, translation and interpretation, individual and family counseling, tutoring and educational support, citizenship and other application assistance, crisis/emergency assistance, and the case management services mentioned above. Social adjustment services typically address the needs of refugees and asylees in the following areas:

- Welfare – including information and orientation designed to improve understanding of cash, medical, social, employment and employment related training programs available to meet the refugee's needs, as well as information on their rights and responsibilities in utilizing those programs;
- Management of personal finances – addressing topics such as saving, banking, interest, taxes and loans;
- Housing – including assistance with landlord/tenant relations, leases, rental agreements, utilities and utility deposits, appliance usage, safety maintenance and local housing standards;

- Health – addressing mental health and health services needs and the programs available to address those needs, program requirements and methods of accessing such programs;
- Education – including the locations and content of educational programs, their operation and availability, and the rights and responsibilities of administrators, teachers, parents and students in those programs; and
- Human relations – including differences in standards of courtesy and behavior in work, family, neighborhood and social situations between American and refugee cultures. Areas addressed include appropriate interaction with employers and co-workers, how to avoid and/or deal with neighborhood conflicts, family conflicts, parent/child conflicts, and generational conflicts.

#### B. Services to Older Refugees

Services to older refugees are provided to eligible participants 60 years of age or older through the Older Refugee Project at the Bay Area Immigrant and Refugee Services (BAIRS). The service provider is recognized by the Local Area of Aging Agency (AAA).

The BAIRS will create an outreach linkage to local AAA and community services providing access to legal/ombudsman in matters such as disability, SSI, welfare, immigration, Medicare, conflict mediation, individual counseling, group counseling, senior programs, utility billing, taxes, banking, housing, deposits, rate reduction programs, community health providers, medical procedure, preventive medicine, dental care, community health fairs, and free health screening programs. In addition, translated information will be provided on low-income energy assistance, universal lifeline telephone services, citizenship eligibility, transportation, nutrition, and elder abuse prevention. Oral interpretation and limited transportation to citizenship classes and other appointment will be provided. Elderly participants enrolled in the Older Refugee Project may receive citizenship/naturalization services which include citizenship fairs, assistance with immigration documentation and applications, trouble-shooting issues, and interpretation/translation assistance with interviews when applicable.

#### C. County Referral Process

The ACSSA will designate staff to work with RCA applicants at the initial intake appointment to verify that the applicant meets the definition of an eligible refugee /asylee. If the participant is eligible they will meet with an employment counselor.

- The employment counselor will refer refugees to the appropriate service(s) via the RS-3 form. The participant is to report to the service provider within seven working days of the referral by the employment counselor. Referrals are only valid if completed within seven working days.

- The RS-1 and the activities described above must be completed within seven working days of the initial contact with the refugee. If the refugee does not keep the appointment, the service provider must report this to the County as non-cooperation via the county RS-3A referral form.
- The employment counselor will explain service programs and the mandatory work and registration requirements to the participant. The employment counselor is required to ensure all documentation is received by the service provider
- Upon receiving notification of a participation problem, the employment counselor must schedule an appointment within seven working days. The interview appointment must be in writing using the RCA-3 form.
- The employment counselor will complete a noncompliance interview with the refugee and complete the RCA-43 form. The employment counselor will send a copy of each RCA-43 report and all necessary documentation to the service provider within five working days from the date of the nonparticipation interview.
  - RS-3 Referral Form
  - RS-1 Services Application Form RS-1
  - RS-3A(s) Participant Tracking Form
  - RCA-43 Notice of Nonparticipation Interview Problem
- If the refugee does not appear for the noncompliance interview, the employment counselor must complete the RCA-43 and notify the service provider to stop providing services within five working days from the scheduled noncompliance interview.
- The employment counselor shall ensure that refugees who have been terminated from services for failure to cooperate or participate are not referred to any training or service for a 90-day period.

## SECTION IV. BUDGETS

### SUMMARY OF REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) 2016 ALLOCATION (100%)

Item	Amount
Employment	\$86,316
English Language Training	\$115,088
Case Management	\$46,035
Other Employability Service	\$40,281
Non-employment Services	\$0
Subtotal Direct Services	\$287,720
+ County Admin.	\$0
<b>GRAND TOTAL</b>	<b>\$287,720 /</b> <b>\$244,562</b>

### SUMMARY OF REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) 2015 CARRY-OVER FUNDS

Item	Amount
Employment	\$0
Other Employability Services	\$0
Non Employment Services	\$0
Subtotal Direct Services	\$0
+ County Admin.	\$0
<b>GRAND TOTAL</b>	<b>\$0</b>

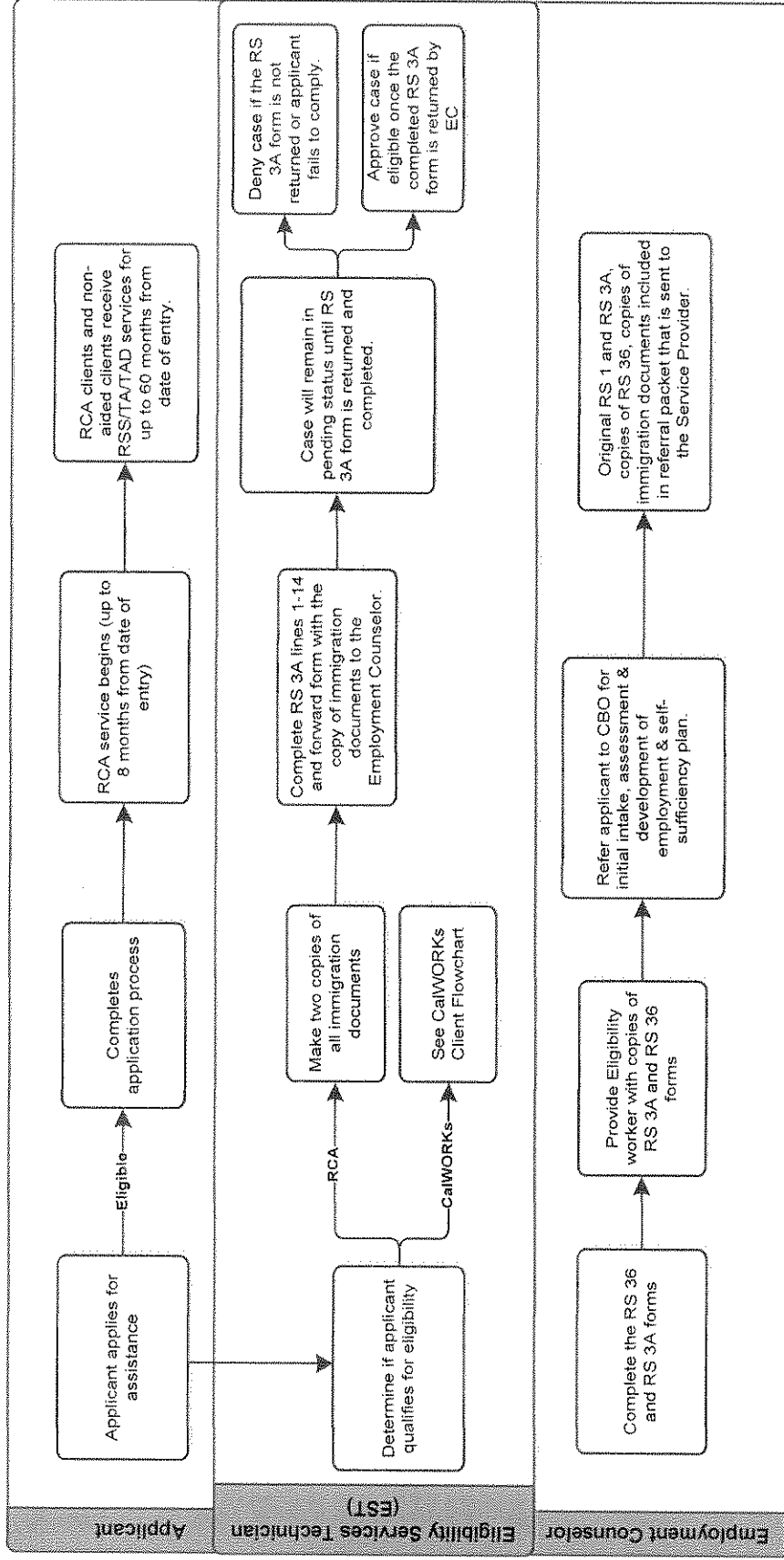
**SUMMARY OF TARGETED ASSISTANCE (TA)  
2016 ALLOCATION (100%)**

Item	Amount
Employment	\$82,558
English Language Training	\$110,077
Case Management	\$44,031
Other Employability Service	\$38,527
Non-employment Services	\$0
Subtotal Direct Services	\$275,192
+ County Admin.	\$0
<b>GRAND TOTAL</b>	<b>\$275,192</b>

**SERVICES FOR OLDER REFUGEES (SOR)  
2016 ALLOCATIONS (100%)**

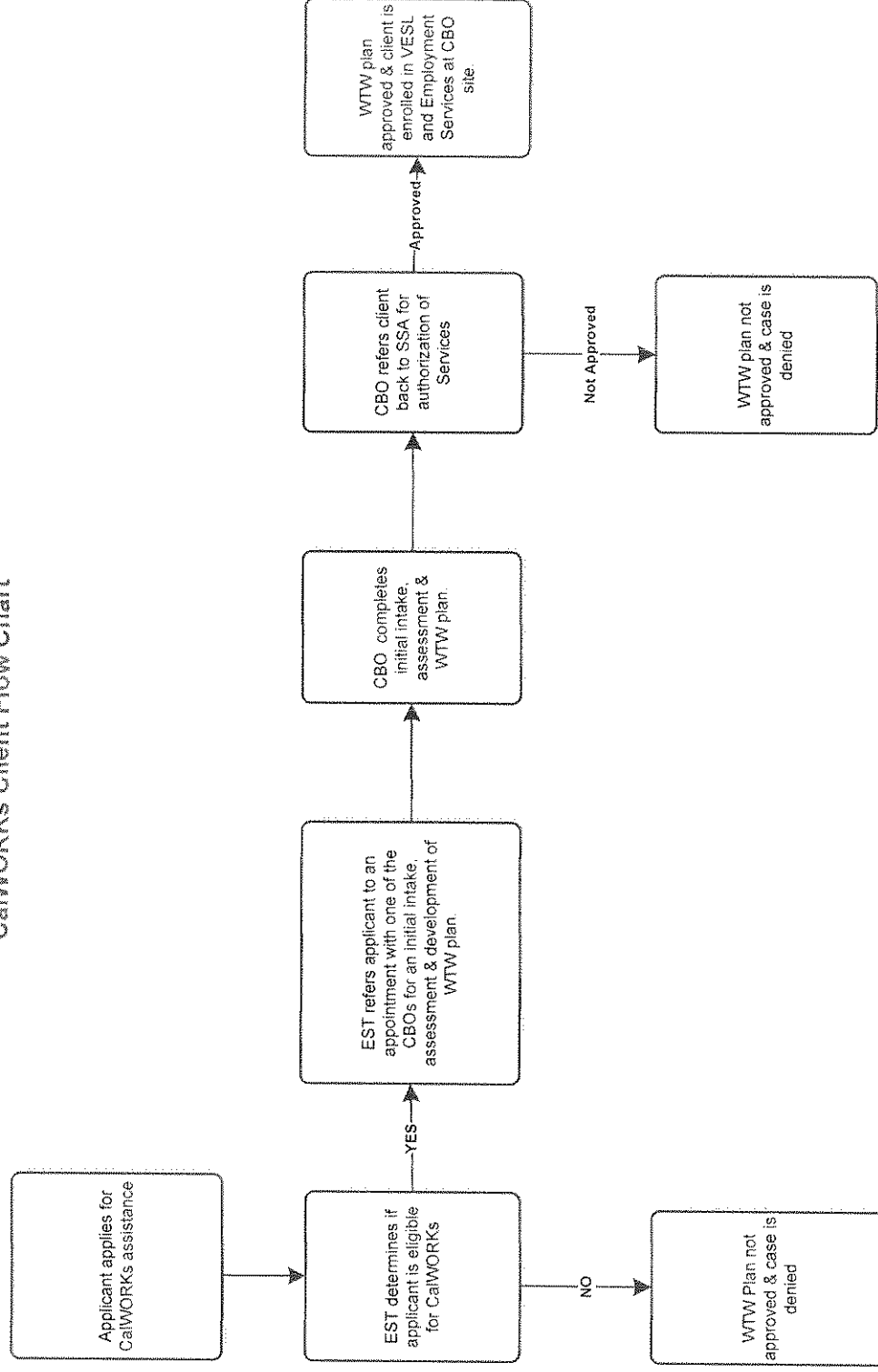
Item	Amount
Non Employment	\$3,991
+ County Admin.	\$0
<b>GRAND TOTAL</b>	<b>\$3,991</b>

Refugee Cash Assistance & Non-Aided Client Flow Chart



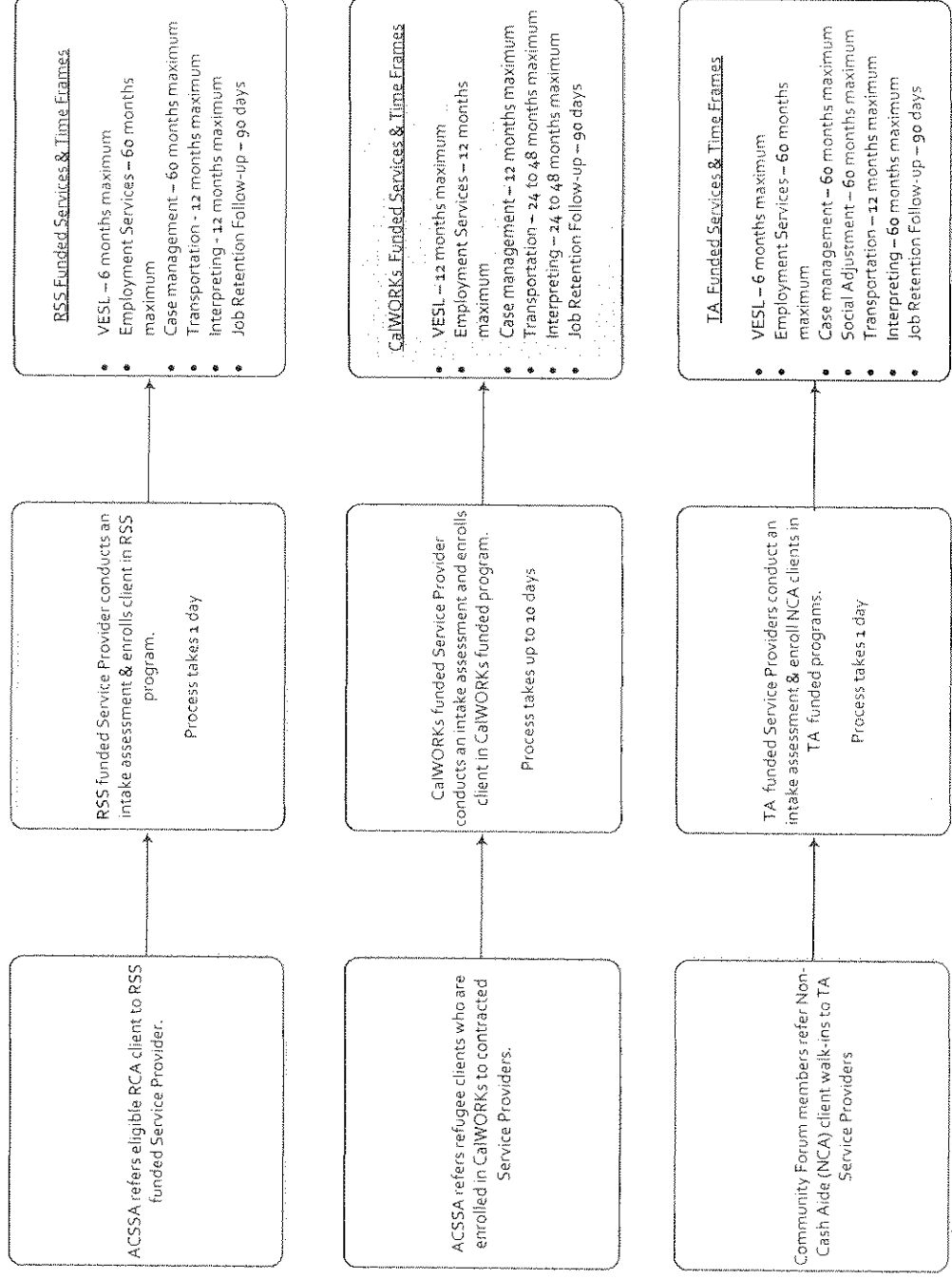


## CalWORKs Client Flow Chart





## Employability Services Flow Chart



## SECTION V. ANNUAL SERVICE PLAN

### Annual Service Plan – 100% Allocations

FY 2017 Annual Services Plan						Original ( X )    Revision (   )							
Date: October 17			Time Period Covered by Plan:										
County: Alameda			From: 10/01/2016		To: 9/30/2017								
Description of Contracted or State-Provided Services		Contracted Amount by Funding Source	Total Number	0-12 Months	13-60 Months	Type of Agency* and Percent of Funds							
						A	B	C	D	E	F	G	Total (Should equal 100)
EXAMPLE	SS	\$100,000.00	100	50	50								
	TAP	0	0										
	Other	0	0			20%		20%		20%		40%	100%
Employment	SS	\$86,316.00	400	200	200								
	TAP	\$82,558.00	80	40	40								
	TAD	\$0.00	0	0	0							100%	100%
ELT	SS	\$115,086.00	400	200	200								
	TAP	\$110,077.00	80	40	40								
	TAD	\$0.00	0	0	0							100%	100%
OJT	SS	\$0.00	0	0	0								
	TAP	\$0.00	0	0	0								
	TAD	\$0.00	0	0	0								0%
Skills Training	SS	\$0.00	0	0	0								
	TAP	\$0.00	0	0	0								
	TAD	\$0.00	0	0	0								0%
Case Management	SS	\$46,035.00	400	200	200								
	TAP	\$44,031.00	80	40	40								
	TAD	\$0.00	0	0	0								
							15%					85%	100%
Other (Employment)	SS	\$40,281.00	400	200	200								
	TAP	\$38,527.00	80	40	40								
	TAD	\$0.00	0	0	0								
							15%					85%	100%
SUBTOTAL		\$562,913.00	1,920	960	960								
Non-Employment	SS	\$0.00	0										
	TAP	\$0.00	0										
	TAD	\$0.00	0										
	ORDG	\$3,991.00	33	7	26								
County Admin (15% admin max)	SS	\$0.00	*Type of Agency										
	TAP	\$0.00	A. State/County										
	TAD	\$0.00	B. Ethnic Community-Based Organization										
	ORDG	\$0.00	C. Resettlement Agencies										
			D. Community College										
Grand Total	SS	\$287,720.00	E. Adult Basic Education										
	TAP	\$275,193.00	F. Other Non-Profit Organization										
	TAD	\$0.00	G. _____										
	ORDG	\$3,991.00	(The total percentage for each individual service (i.e., Employment, ELT, etc.) under Type of Agency and Percent of Funds must										

## Section VI. ANNUAL OUTCOME GOAL PLAN – Full Allocation

ANNUAL OUTCOME GOAL PLAN FY 2017 PERFORMANCE GOALS AND ACTUALS						
State or County:		Alameda County				
	FY 2016 GOAL		FY 2016 ACTUAL		FY 2017 GOAL	
<b>1. Caseload</b>						
TANF Recipients	0		0		0	
RCA Recipients	385		372		250	
No Federal Cash Assistance	165		107		230	
<b>Total</b>	<b>570</b>		<b>479</b>		<b>480</b>	
<b>2. Entered Employment</b>						
Full Time	171	63%	114	71%	145	63%
Part Time	100	37%	47	29%	85	37%
<b>Total</b>	<b>271</b>	<b>48%</b>	<b>161</b>	<b>34%</b>	<b>230</b>	<b>48%</b>
<b>2a. TANF Recipients Entered Employment</b>						
Full Time	0		0		0	
Part Time	0		0		0	
<b>Total</b>	<b>0</b>	<b>%</b>	<b>0</b>	<b>%</b>	<b>0</b>	<b>%</b>
<b>2b. RCA Recipients Entered Employment</b>						
Full Time	91	58%	59	60%	70	56%
Part Time	65	42%	40	40%	55	44%
<b>Total</b>	<b>156</b>	<b>58%</b>	<b>99</b>	<b>61%</b>	<b>125</b>	<b>54%</b>
<b>2c. No Federal Cash Assistance Entered Employment</b>						
Full Time	80	70%	55	89%	75	71%
Part Time	35	30%	7	11%	30	29%
<b>Total</b>	<b>115</b>	<b>42%</b>	<b>62</b>	<b>39%</b>	<b>105</b>	<b>46%</b>
<b>Cash Assistance Recipients Placed In Employment</b>						
	<b>156</b>		<b>99</b>		<b>125</b>	
<b>3. Federal Cash Assistance Terminations</b>						
TANF Recipients	0	0%	0	0%	0	0%
RCA Recipients	18	100%	25	100%	35	100%
<b>Total</b>	<b>18</b>	<b>12%</b>	<b>25</b>	<b>25%</b>	<b>35</b>	<b>28%</b>
<b>4. Federal Cash Assistance Reductions</b>						
TANF Recipients	0	0%	0		0	0%
RCA Recipients	15	100%	0		15	100%
<b>Total</b>	<b>15</b>	<b>10%</b>	<b>0</b>	<b>0%</b>	<b>15</b>	<b>12%</b>
<b>5. Entered Full Time Employment Offering Health Benefits</b>						
TANF Recipients	0	0%	0	0%	0	0%
RCA Recipients	65	53%	43	48%	70	52%
No Federal Cash Assistance	57	47%	54	52%	65	48%
<b>Total</b>	<b>122</b>	<b>71%</b>	<b>103</b>	<b>90%</b>	<b>135</b>	<b>93%</b>

**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

State or County: Alameda County

FY 2016  
GOAL

FY 2016  
ACTUAL

FY 2017  
GOAL

**6. Average Hourly Wage of Refugees Entering Full Time Employment**

\$ 12.00

\$ 13.23

\$ 13.50

**7. 90-Day Retention Rate**

Percentage 94%

83%

90%

**7a. 90-Day Retention Rate Calculator**

Unduplicated #  
of Retentions

Unduplicated #  
of Entered  
Employments

Total 150

180

The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY.

**8. Office of Refugee Resettlement Funding**

	FY 2016 Actual	FY 2017 Proposed
Social Services Formula Funding	\$ 105,898	\$ 86,316
Targeted Assistance Formula Funding	\$ 74,065	\$ 82,558
Discretionary Grant Funding	\$ 8,214	\$ <u>          </u>
Total Liquidated Funding	\$ 188,177	\$ 168,874
Cost per Entered Employment	\$ 1,168.80	\$ 734.23

**Agency Point of Contact**

Please provide the name, title and contact information for the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.

First and Last Name	Title
<u>Ernesto Rivas</u>	<u>Program Services Coordinator</u>
Telephone Number	Email
<u>510 289-2519</u>	<u>erivas@acgov.org</u>

**Deadline for submission**

The completed FY 2016 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to [rpreports@dss.ca.gov](mailto:rpreports@dss.ca.gov) by **OCTOBER 23, 2015**.

**For Office of Refugee Resettlement use only:**

Date submitted: \_\_\_\_\_

Submission type: ☐ Initial ☐ Revision

Status: ☐ Approved ☐ In process - clarification needed

## **SECTION VII. APPENDICES**

### **A. County Procurement Process**

Alameda County will subcontract all direct RSS and TA funded services, with the exception of support services which will be managed by the County. Subcontractors' services will be procured in accordance with California's Administrative Code entitled *Manual of Policies and Procedures (MPP)*, *Purchase of Services, Chapter 23-600*, and with the federal government procurement standards in *45 Code of Federal Regulations, Part 92, Subpart C, Section 92.36*.

The ACSSA's method of procurement of CDSS funded refugee services takes the form of Requests for Proposals (RFPs), which are developed with the input of the public and key stakeholders. The County has recently completed RFP processes for:

- Employment Services (ES)
- Vocational English as a Second Language (VESL)
- Social Adjustment Unit Services (SA)

For SA services, the Burma Refugee Family Network (BRFN) was selected through the above procurement process and has entered into contract with the ACSSA for the service period of 02/01/16 through 09/30/18, and will be considered for a two-year extension of contract through 09/30/20, contingent upon satisfactory performance, funding availability to the County, and County review and approval policies. For ES/VESL services, Lao Family Community Development (LFCD) and La Familia were selected through the above procurement process and have entered into contracts with the ACSSA for the service period of 04/01/16 through 09/30/18.

### **B. County Monitoring Process**

The ACSSA conducts at least one annual monitoring of each RSS and TA funded program contractor in accordance with the ACSSA's standard monitoring practices. Each monitoring review provides a comprehensive overview of the contractor's program administration, services, and outcomes. The following metrics are included in the monitoring review:

- Attainment of contract goals;
- Extent of target population's participation in the program;

- Compliance with tracking and reporting requirements, including accuracy and completeness of data collection and case documentation;
- Compliance with the referral and sanctioning process for RCA and GA/CalFresh E and T participants;
- Accuracy of the determination of participants' immigration status;
- Appropriateness and effectiveness of participant referrals and coordination of services in support of target population's goal attainment;
- Appropriateness and effectiveness of corrective action and follow-up activities;
- Completeness and accuracy of fiscal records; and
- Compliance with contractor insurance requirements.

The above information is obtained through project-specific monitoring questionnaires, a random sample case review (including participant contact), fiscal review, and on-site visits. A corrective action plan that includes on-site visits and increased monitoring efforts will be initiated if the contractor is not meeting projected goals.

The RCA program specialist, coordinator, and financial specialist will be responsible for conducting program and fiscal monitoring for all RSS and TA funded subcontracts. All refugee employment service job placements and retentions are verified by the ACSSA through contact with the employers. Refugee and asylee cash assistances grant reductions and terminations are verified by review of internal statistical information concerning employment and household income.

RSS and TA program monitoring is supported by the ACSSA's systems of refugee and asylee intake and service coordination. The system is designed to ensure that services are streamlined, public funding regulations are abided by, and clients experience a high quality of service leading to employment and self-sufficiency. Every RCA applicant participates in an initial intake appointment with two ACSSA staff members. The first is an eligibility worker, who verifies that the applicant meets the definition of an eligible refugee or asylee. The second is an employment counselor, who connects the applicant to appropriate employment services. The employment counselor explains to the refugee all available service programs and the mandatory work and registration requirements. Prior to a non-exempt RCA applicant enrolling with an employment service provider agency, the applicant is registered with the ACSSA Workforce and Benefits Administration (WBA). The refugee service provider completes the applicant's FSSP, a participant agreement, and a complaint/grievance procedures form. The policies are explained and agreed to by the participant in their home language. The FSSP contains the description of services to be provided to all

employable family members as well as activities that will be undertaken by the participant in order to achieve self-sufficiency goals. The applicant is to report to the service provider within seven working days of the referral by the employment counselor. Procedures are in place to address non-cooperation or non-participation.

## **SECTION VIII. REQUIRED ASSURANCES**

Alameda County assures the following:

- The planning process involved representatives of private sector employers and affected public agencies including the County Welfare Department (CWD), the Private Industry Council, leaders of the refugee/entrant community-based organizations, voluntary resettlement agencies, refugees from the impacted communities, and other public officials associated with social services and employment agencies that serve refugees.
- The continuation of existing components will be in accordance with CDSS guidelines.
- No project found deficient in its performance will be awarded, continued, or expanded unless the CDSS gives prior approval of a county corrective action plan for such project.
- The RSS administrative budgets are in accordance with 45 CFR Part 95, Subpart E, and the County Cost Allocation Plan.
- All requested salaries and fringe benefits for County administration and /or services the County is proposing to deliver directly reflect the current County wage and benefit scales.
- The County will comply with all statistical and fiscal reporting requirements on a timely basis.
- RSS services will be provided in accordance with individual employability plans for each refugee.
- Employability plans will be, where applicable, part of an overall FSSP.
- Refugee women will have the same opportunities as refugee men to participate in all refugee funded services, including job placement services.
- All services will be provided by qualified providers (non-profit or for-profit agencies or individuals) in accordance with state and federal regulations, policies and guidelines.
- The County will establish participant priorities for RSS funded services in accordance with 45 CFR 400.147 and for TA-funded services in accordance with 45 CFR 400.314



- RSS funds will be used primarily for employment services which directly enhance refugee employment potential, have specific employment objectives, and are designed to enable refugees to obtain jobs with less than one year of participation in RSS funded services.
- With the exception of referral and interpreter services, eligibility for RSS services will be limited to refugees who have been in the U.S. 60 months or less.
- The County will take into account the reception and placement services provided by resettlement agencies in order to assure the provision of seamless services that are not duplicated.
- RSS funded services are provided in a manner that includes the use of bilingual and bicultural women on service agency staff rosters to ensure adequate service access by refugee women.
- Utilization of strategies for multiple wage earner cases in order to help employed refugees remain employed or move to a better job.
- RSS funded services must be provided in a manner that is culturally and linguistically compatible with a refugee's language and cultural background.
- Non-exempt RCA participants will be required to participate in employment services within 30 days from receipt of aid.
- The County will ensure that the board of any Ethnic Community-Based Organizations (ECBO) that contracts with the county to provide services to refugees consists of at least 51 percent refugees and that both refugee men and women are included.
- Priority for funding will be given to ECBOs for RSS funds not put into CalWORKs.
- The delivery of RSS services will be coordinated to avoid duplication.
- The CWD will be notified regarding the participants' employment statuses and will be provided information regarding all RSS supportive payments made to RCA recipients participating in RSS funded services.
- The County's procurement will be carried out in accordance with the provisions of the Management and Office Procedure Purchase of Services, (Chapter 23-600) section of the DSS EAS Manual
- The procurement process will provide for priority consideration for funding refugee CBOs that demonstrate the capacity and funding to implement the proposed services.
- RSS funded RCA services system will include the following activities:
  - Verification and documentation of refugee status;
  - Determination of eligibility for services;
  - Assessment of refugee service needs;
  - Development of a participant's FSSP which meets the requirements of section 400.79 of the Federal Refugee Regulations;

- Referrals of all non-exempt RCA applicants and recipients for participation in available and appropriate employment and training programs; and
  - Tracking and reporting participant progress (including non-participation/cooperation) to the CWD.
- Accountability for supportive services payments will be maintained by documenting the following:
    1. Eligibility and need for supportive services;
    2. Verification of participant participation; and
    3. Separating the functions of certifying participant participation and disbursing supportive services payments.
- The County will establish policies and procedures designed to assure compliance with the mandatory work registration and sanctioning requirements.
  - The County will comply with CDSS monitoring guidelines regarding requirements on frequency of monitoring, submitting of reports, 90-day follow-ups on employed participants, and corrective action related to program deficiencies.
  - This three-year plan was developed in accordance with County guidelines issued by the CDSS.
  - The County assures that the provision of activities and services to mandatory and voluntary CalWORKs WTW participants and RCA recipients, funded by RPB allocated ORR monies, will be in accordance with CalWORKs WTW and RCA requirements including program participation flow, good cause determination, sanction, and supportive services as specified in MPP Section 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidance issued by the CDSS.